

5 October 1976

MEMORANDUM FOR: Director of Training

STATINTL FROM : [REDACTED]  
Course Chairmen  
VIA : Chief, Intelligence Institute  
SUBJECT : Course Report--Introduction to CIA  
20 September to 1 October 1976

Introductory Comments

1. The second running of Introduction to CIA took place from 20 September to 1 October 1976. The course covered Agency Management concerns, the Agency and its employees, the intelligence process, and the CIA's place in the Intelligence Community. The functional approach again proved to be both utilitarian and beneficial to class members by placing a certain prospective *in* on the course.

2. Class evaluations indicate that the course objectives (see course objectives stated in attached Schedule) were met and that the second running was indeed a success. Presentations were of high quality and class participation was also good. The content and flow of the course through the functional approach appeared to achieve a good balance. After hearing in depth about the Agency, the final presentation of the course focused on the Intelligence Community, thus providing an opportunity for the participants to learn where the Agency fits into the Community structure from both a policy and a resource point of view. Two field trips were taken during the second week of the course--one to the Imagery Analysis Service at [REDACTED] and the other to the Operations Center at Headquarters. Both were highly acclaimed by the class members.

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3. The staff, as before, integrated themselves into the course structure, providing a visible framework as well as continuity by presenting and outlining the different themes throughout the course period. New graphics were prepared for the administrative remarks and opening session in order to provide a foundation for the course. Having been encouraged to use the visual media approach, speakers are even now updating their graphics, especially for this course. The class was queried about the possibility of including spouses in future course runnings, probably in an evening session devoted to a briefing on the Agency. The class reaction was very positive toward this idea.

Composition of the Class

The group was relatively new in terms of Agency experience, with just over half of the class having joined the Agency in the past eight months. The class population was not well balanced in terms of Directorates; nearly 75 percent of the members came from the Directorate of Administration or Science and Technology. Fifteen members of the class were from the Office of Security, enrolled in their special training program. There appeared, however, to be good class interaction and participation (see attached statistics).

Class Evaluation

1. The class was asked to assign a numerical rating on a scale of 1 (slight) to 7 (highly satisfactory), indicating the degree to which the course met its stated objectives. The average rating was 5.7, indicating that the course had met these objectives.

2. Many components of the course were very well received; the three that drew the most favorable comments were the Imagery Analysis Service of the Directorate of Intelligence, CIA and the Media, and the Intelligence Community.

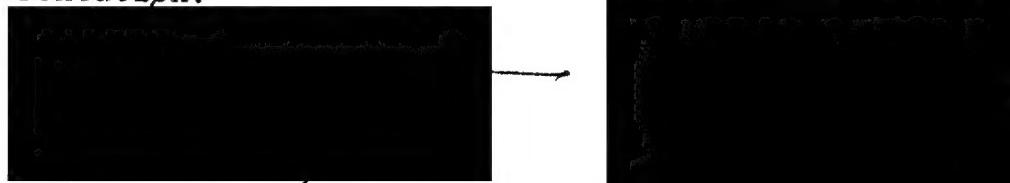
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3. Several selected remarks by individual class members reinforced the evaluation statistics concerning the success of the course. They are as follows: "the course provided an excellent overview of CIA"; "the course has shown me how my Directorate relates to other organizations in the Community"; and "the course provided specific insight into the various components of the Agency." Concerning the large group of officers from Security, there appeared to be a slight overlap in training between our program and their initial two-week segment held at Headquarters. However, the overlap appears to be minimal, and steps have already been taken to eradicate any redundancy.

Conclusion

The course again appeared to be very successful and proved well worth the effort which went into its preparation and presentation.

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Attachments:

- TAB A End-of-Course Data
- TAB B Evaluation Form
- TAB C Schedule
- TAB D Class Roster
- TAB E Evaluations

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**END-OF-COURSE DATA**

DATE OF REPORT 5 October 1976

**COURSE:** Introduction to CIA #2, 20 Sept.-1 Oct. 1976  
(TITLE & NUMBER)

RUNNINGS PER YEAR: 7

**STUDENT ENROLLMENT**

ENROLLMENT CAPACITY	BEGINNING ENROLLMENT	UTILIZATION* (PER CENT)	NO. COMPLETING COURSE
38	30	78%	30

**CLASS COMPOSITION**

ORGANIZATION	DD/A	DD/I	DD/O	DD/S & T	DCI	OTHER						TOTAL
NO. OF STUDENTS	16	4	2	7	1							30

	GRADE	YRS IN AGC' Y	TIME IN JOB	AGE
RANGE	GS-06-14	1 mo. - 10 yrs	N/A	21-47
AVERAGE	GS-09.3	1.2 yrs	N/A	28.8

\*BEGINNING ENROLLMENT

= UTILIZATION

ENROLLMENT CAPACITY

INTRODUCTION TO CIA

Course #2

20 September to 1 October

Room 902

Chamber of Commerce Building

Telephone Number: X2452

INTELLIGENCE INSTITUTE  
OFFICE OF TRAINING

Staff

Chairman  
Cochairman  
Training Assistant

25X1A

S-E-C-R-E-T

E2 IMPDET  
CL BY 010687

## INTRODUCTION TO CIA

### Course Objectives

A member of the Introduction to CIA Course is expected to:

1. Gain a basic understanding of CIA, its organization and functions, as well as its relationship to the Intelligence Community; and
2. Acquire an understanding of the fundamentals of the intelligence process.

S-E-C-R-E-T

S-E-C-R-E-T

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INTRODUCTION TO CIA

Monday, 20 September 1976

0900-0930      Introduction to the Course

25X1A

[REDACTED]  
Intelligence Institute  
Office of Training  
Administration Directorate

The Staff will discuss the objectives and the structure of the course and outline administrative procedures. Course members will complete biographic data sheets.

0930-0945      Special Security Briefing

25X1A

[REDACTED]  
Security Officer  
Office of Training

0945-1015      Class Introductions

Class and Staff

1030-1100      Videotape: DCI George Bush's talk to training course, 17 June 1976

25X1A

1100-1200      Missions and Functions of CIA

[REDACTED]  
Briefing Officer  
Office of Training

25X1A

[REDACTED] will examine CIA's role in the collection and analysis of positive foreign intelligence. He will survey overt and covert means of collection and will describe the broad areas of "finished intelligence" production--political, biographic, economic, military, scientific, and technical. The responsibilities of the four CIA Directorates for these functions and for related research and development activities will be explained.

1200-1300      LUNCH

1300-1415      Readings

1. Study Guide - The Organization of CIA (SECRET) (Tab A)
2. The Director's Statement Concerning Management of the Agency (Tab A)
3. Study Guide - The United States Intelligence Community (SECRET) (Tab A)
4. The National Security System (SECRET) (All Tab B)
5. Study Guide - Selected Terms & Abbreviations (CONFIDENTIAL) (Tab A)

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S-E-C-R-E-T

Monday, 20 September 1976 (Continued)

1430-1530 Discussion Groups: What do I want to know about CIA?

Members of the class will meet in small groups to share views of the images of CIA they brought into the Agency and the questions they would like to have answered in this course about the structure, missions, and administration of the Agency.

1530-1600 Reporting Session

The class will meet briefly to exchange information on the preceding small group meetings.

Tuesday, 21 September 1976

AGENCY MANAGEMENT CONCERNS

In this segment of the course you will have an opportunity to consider some of the concerns of the Agency. The Agency and Equal Opportunity will be discussed as will legislative, legal, and media relationships.

0845-0930      Readings

1. United States Foreign Intelligence Activities, Executive Order 11905, 19 February 1976 (Tab A)
2. Guiding Principles of the Intelligence Community, 13 May 1976 (Tab A)
3. [REDACTED] The National Foreign Intelligence Board, 6 May 1976 (Tab A)
4. List and Summary of National Security Council Intelligence Directives. (SECRET) (Tab A)
5. DCI Committees (CONFIDENTIAL) (Tab A)

25X1A

0930-1030      CIA and the Media

25X1A

[REDACTED]  
Office of the Assistant  
to the Director

The problem of the Agency's image as reflected in the press is of continuing concern. Our speaker will discuss various aspects of this problem and how the Agency deals with it.

1045-1200      CIA and Congress

25X1A

[REDACTED]  
Deputy Legislative  
Counsel, Office of  
Legislative Counsel

What is the current status of our congressional relations? What are our responsibilities to the special committees that oversee the Agency? How has Congress' view of the Agency and use of the Agency changed over the past several years? What will this relationship look like in the future? Our speaker will discuss these questions and others pertinent to this timely topic.

1200-1315      LUNCH! (and optional videotape:  
"Colby of the CIA"  
CBS Special Interview by Daniel Schorr)

Tuesday, 21 September 1976 (Continued)

1315-1430      The Freedom of Information and Privacy Acts      [REDACTED]      25X1A  
Chief, Information and Privacy Staff  
Administration Directorate

The Freedom of Information Act and the more recent Privacy Act have already had considerable impact on the working methods and procedures of Government agencies, including CIA. Our speaker will examine the purposes and requirements of the Acts and will explore some of the problems they raise for management and personnel in the future.

1445-1545      The Office of Inspector General      [REDACTED]      25X1A  
Inspector, Office of Inspector General

The Inspector General is charged with overseeing Agency activities as directed by the DCI, investigating employee grievances and supervising audits of expended funds. The speaker will discuss the function of his expanding office in reviewing these activities in response to the recommendations of the Rockefeller Commission and in investigating employee grievance. He will describe some types of problems and situations which arise and require remedial action by top management.

Wednesday, 22 September 1976

0845-0915 Readings (continued)

0915-1015 CIA in Court

**Office of General  
Counsel**

25X1A

The speaker will discuss the issues and problems created by the recent investigations of the Agency and changing political attitudes about intelligence and foreign affairs. The changing legal climate as well as new legislation impacting on the Agency will also be discussed.

## THE AGENCY AND ITS EMPLOYEES

In this section of the course, we will focus on you as employees and discuss your responsibilities to the Agency. We will also discuss assistance and services available to you as employees. The role of the Inspector General will be discussed as will personnel, training, and security matters. The Agency's medical facilities will also be outlined.

## 1030-1130 Personnel Management in CIA

Office of Personnel  
Administration Directorate

25X1A

A representative of the Office of Personnel will comment on current trends in the Agency's approach to personnel management, especially recent changes in the career service structure and the impact of "management by objectives" in the area of personnel administration.

1130-1300 LUNCH (and optional videotape:  
Lt. Gen Walters' presentation  
to CIA Guest Speaker Program,  
3 June 1976)

1300-1400 Equal Employment Opportunity  
in CIA Omego J. C. Ware  
Director, Equal Employment  
Opportunity  
Office of the DCI

The Director of Central Intelligence is firmly committed to achieving equal employment opportunity for all CIA employees. During this session our speaker will present the record of minority employment in CIA, discuss the goals established by the DCI for raising the level of minority employment, and describe the measures by which the Agency is seeking to reach its goal.

Wednesday, 22 September 1976 (Continued)

1415-1530      Office of Security

[REDACTED]      25X1A  
Deputy Director for  
Policy and Management  
Administration Directorate

Our speaker will present a broad overview of the missions and functions of the Office of Security, touching on new developments and current trends in all branches of security--personnel, technical, and physical. He will examine new challenges and the changing nature of the security threat that faces the Agency today.

Thursday, 23 September 1976

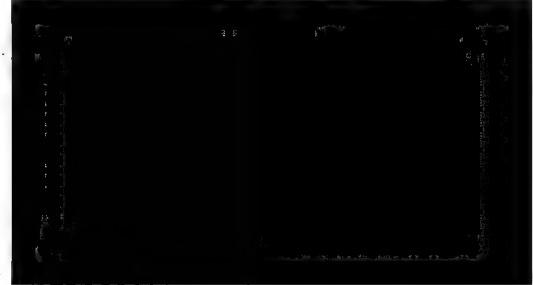
0845-0915

Readings

1. Key Intelligence Questions for 1976 (SECRET, NOFORN)  
(Tab C)
2. Perspectives for Intelligence 1976-1981  
(SECRET, NOFORN) (Tab C)
3. U.S. Foreign Intelligence Priorities for 1976-1980  
(SECRET) (Tab D)
4. Is Espionage Necessary for our Security? Scoville, 25X1A  
(Tab E) (Optional)

0915-1030

Office of Medical Services



In an organization such as ours, the physical and mental health of its employees is of paramount importance. Our panel will describe how the Agency's Office of Medical Services provides world-wide support to its human resources.

1045-1145

Training Agency Personnel

25X1A

Director of Training

One of the major concerns of new employees is to learn what kinds of training are available to Agency officers. [REDACTED] will describe 25X1A new training requirements and what is being done to meet them.

1145-1300

LUNCH (and optional videotape:  
"Inter Metrics," Maryland  
Department of Education)

This videotape offers an overview of the modern metric system; the advantages and benefits of the system are usually demonstrated.

Thursday, 23 September 1976

THE INTELLIGENCE CYCLE  
COLLECTION OF INTELLIGENCE

Intelligence collection rests at the base of the intelligence process where most of the money and manpower is expended. We begin with the area of human collection (to include both overt and clandestine collection) for which the Agency has a unique responsibility. We will then look at technical collection systems today and how they impact on us all as intelligence officers.

THE OVERT COLLECTION OF INTELLIGENCE



Friday, 24 September 1976

0845-0915      Readings

1. Some Likely Key Intelligence Questions for the 1980s, Planning Study for Research and Development (SECRET, NOFORN) (Tab D)
2. Views on Emerging Areas of Science and Technology Potentially Important to National Security (CONFIDENTIAL). (Tab D)

CLANDESTINE COLLECTION OF INTELLIGENCE

25X1A

25X1A

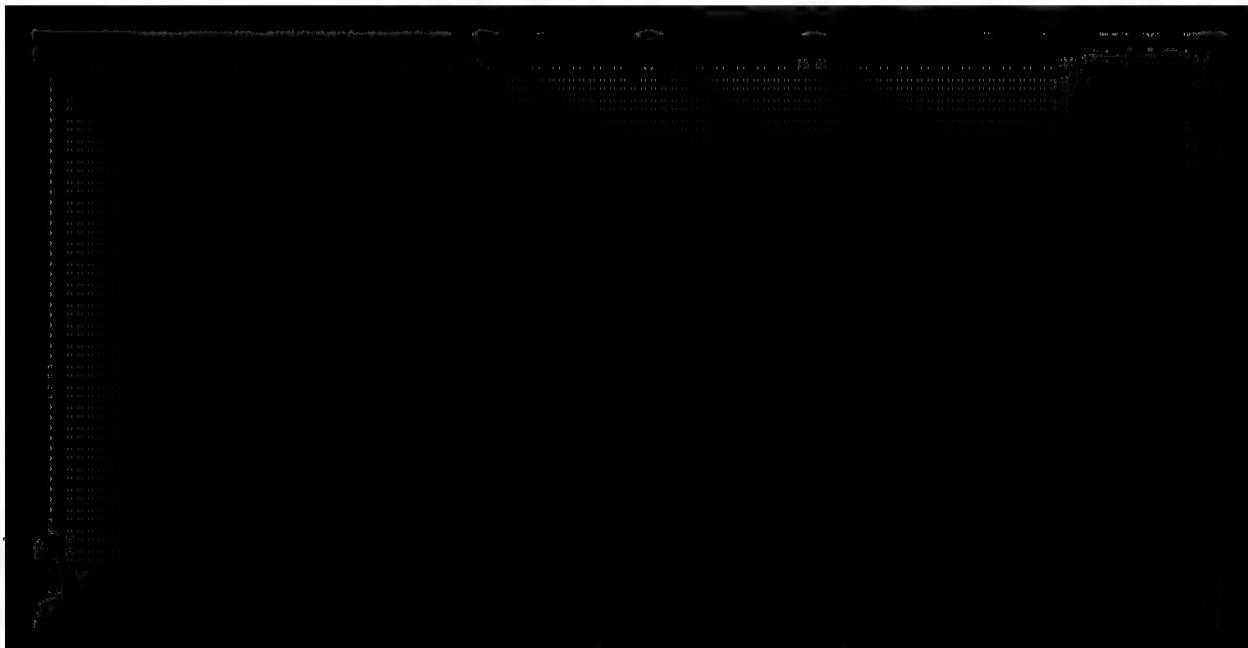


1215-1315      LUNCH (and optional film:  
"The Kremlin")

SECRET

25X1A

Friday, 24 September 1976 (Continued)



Monday, 27 September 1976

0845-0915 Oral Evaluation and Review

0915-1015 Office of Technical Service

Office of Technical  
Service  
Science and Technology  
Directorate

25X1A

The Office of Technical Service primarily provides technical support to operations of the Operations Directorate. You will have an overview of these activities and learn of the kinds of equipment and support which the Office can supply.

TECHNICAL COLLECTION OF INTELLIGENCE

*David D. BRANDWEIN*

1030-1130 Technology and Intelligence Deputy Director for  
Science and Technology

Our speaker will present an overview of the Agency's mission in the field of science and technology. He will comment on the contribution of collection systems to national intelligence and the impact of these systems on the work of the Agency and the Intelligence Community.

1130-1230 LUNCH

1230 Bus leaves from Chamber of Commerce Building to Building  
[redacted] (meet at rear of Building)

25X1A

1315-1600 The Imagery Analysis Service

[redacted]  
Deputy Director, Imagery  
Analysis Service  
Intelligence Directorate

25X1A

The contribution to intelligence of aerial photography and other imagery will be the subject of this lecture. The speaker will explain the way in which the tasks of imagery exploitation have been allocated within the Intelligence Community and the distinct functions of the Imagery Analysis Service (IAS) and the National Photographic Interpretation Center (NPIC). Vu-graphs will be used to demonstrate the arts of the photo interpreter and his contribution to analysis as well as to collection.

1600 Bus to Chamber of Commerce Building

SECRET

Tuesday, 28 September 1976

0845-0915      Readings

1. A guide to the National Intelligence Community's Production Organizations and Their Products (SECRET) (Tab D)
2. Guidelines for National Intelligence Production, 4 June 1976, (CONFIDENTIAL) (TAB A)
3. National Intelligence Offices Listings (SECRET) (Tab D)
4. The CIA Operations Center (CONFIDENTIAL) (Tab D)

25X1A

0915-1030      ELINT

**CANCELLED**

25X1A

Office of ELINT  
Science and Technology  
Directorate

25X1A

0915-1030      ~~FIRMS "A POINT IN TIME"~~

1045-1145      Characteristics of Sources

25X1A

Assistant Comptroller  
Requirements and Evaluation  
Office of Comptroller

25X1A

██████████ will review with the students the three major categories of intelligence collection, discuss the merits and disadvantages of each, and make some tentative assessments on their relative usefulness in the finished intelligence product.

1130-1300      LUNCH (and optional film:

~~"Point in Time")~~ "THE BLACKBIRDS ARE FLYING"

This special film traces the development of today's overhead reconnaissance systems.

#### THE PRODUCTION AND PROCESSING OF INTELLIGENCE

The final step in the intelligence cycle is the production of finished intelligence. We will also discuss the processing of information throughout the Agency. During this portion of the course, we consider four types of finished intelligence--current, research, economic, and scientific.

Tuesday, 28 September 1976 (Continued)

1300-1400 Current Intelligence

25X1A

[REDACTED]  
Office of Current  
Intelligence  
Intelligence Directorate

Current intelligence is that intelligence of all types and forms that is of immediate interest to policy and decision makers. The speaker will discuss CIA's role in producing national current intelligence, with special emphasis on the production and presentation methods presently in use.

1415-1600 The Nature and Problems of  
Intelligence Research

25X1A

[REDACTED]  
Office of Strategic  
Research  
Intelligence Directorate

25X1A

[REDACTED] will describe the environment of the research process, and discuss the dynamics of resolving various intelligence problems. He will also describe the character of the research as it evolves throughout the development of a program. Examples will be drawn from case studies.

Wednesday, 29 September 1976

Meet at Headquarters Building, Room 1A07

0915-1015 A New Emphasis on Economic  
Research

[REDACTED] 25X1A  
Special Assistant,  
Office of Economic  
Research  
Intelligence Directorate

The deteriorating position of the U.S. in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy makers' interest in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

1030-1130 Scientific and Technological  
Intelligence

[REDACTED] 25X1A  
Office of Weapons  
Intelligence  
[REDACTED]  
Office of Scientific  
Intelligence  
Science & Technology  
Directorate

25X1A

Much of the progress in intelligence in recent years has been through technical innovation. Our speakers will discuss the functional and geographic areas of concern as well as characteristics of weapons systems concerning scientific and technical analysis. As a producer of finished intelligence, their relationships with other producing components in CIA and the Intelligence Community will be described.

1130-1300 LUNCI

1300-1415 Central Reference Service

[REDACTED] 25X1A  
Deputy Director  
Central Reference Service  
Intelligence Directorate

The Central Reference Service (CRS) has a dual function. It is a principal source of support to collectors and analysts, and it also produces finished biographic intelligence. In outlining the office's interesting and varied functions, [REDACTED] explains ways that CRS can be of service to you.

25X1A

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Wednesday, 29 September 1976 (Continued)

25X1A

1430-1600 CIA Operations Center

Deputy Chief, CIA  
Operations Center

The Agency's 24-hour control center alerts Agency officials to critical events and is CIA's after-hours contact point to the Intelligence Community and the White House. After a discussion of the center's functions and operations, the class will divide into small groups for a tour of the Center.

Thursday, 30 September 1976

0845-0915      Readings

1. Text of Lecture on Evaluating the Intelligence Successes and Failures, [REDACTED], April 1976 (SECRET) (Tab D)      25X1A
2. CIA Intelligence Support for Foreign and National Security Policy Making. Center for the Study of Intelligence, January 1976 (SECRET) (Tab D)
3. President's Foreign Intelligence Advisory Board (Tab A)

0915-1015      The National Intelligence Officer

[REDACTED]  
Assistant NIO for South and Southeast Asia and Africa

25X1A

The National Intelligence Officers (NIOs) charged with responsibility for specific geographic or functional areas are one of the tools used by the Director to coordinate the work of the Intelligence Community. Our speaker will explain how an NIO works as a personal representative of the DCI to establish informal contacts across Agency and departmental lines and to provide coordinated responses to the requirements of policy makers. He will also speculate on the future of the NIC system.

SUPPORT TO INTELLIGENCE

Intelligence collection, processing, and production require a variety of support mechanisms. During the next day you will hear about some of these activities.

1030-1130      The Administration of Intelligence

[REDACTED]  
Executive Officer  
Administration Directorate

25X1A

The Executive Officer of the Directorate of Administration will survey the Agency's extensive support services. He will discuss major administrative problems facing CIA and the ways in which the Agency is seeking to handle them.

1130-1300      LUNCH (and optional film:  
"Printing for Intelligence")

25X1A

Thursday, 30 September 1976 (Continued)

1300-1415 The Agency's Communications

[REDACTED]  
Director of Communications  
Administration Directorate

Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.

1430-1545 Logistical Support of Agency Activities

[REDACTED] 25X1A  
Executive Officer  
Office of Logistics  
Administration Directorate

The speaker will address the Office of Logistics' role in support of Agency operational activities with emphasis on specific recent projects. Additionally, the changing image of Logistics will be discussed with respect to current trends such as decline of overseas positions, increased automation, and increasing impact of other federal regulatory agencies.

Friday, 1 October 1976

0915-1015      The Role of Computers in  
Support of Agency Activities

[REDACTED]  
Executive Officer  
Office of Data Processing  
Administration Directorate

25X1A

The computer is here to stay in the Agency--as an information processor, as an analytical tool, and as an aid to managers and management.

[REDACTED] will acquaint you with current and projected uses of computer systems in the Agency and describe the role and responsibilities of his office. He will also describe some existing programs and how ODP can be helpful to you as a potential user of computers.

25X1A

1030-1200      The Intelligence Community

[REDACTED]  
Executive Staff  
Intelligence Community  
Staff

25X1A

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn to the Intelligence Community. Our speaker will discuss the members of the Community and how CIA interacts with them. He will also discuss how the Intelligence Community is managed and the responsibilities of the Director of Central Intelligence.

1200-1330      LUNCH

1330-1430      Written Evaluation and Final  
Administrative Matters

25X1A

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